



National
Aeronautics and
Space
Administration

HQ Brings a "New Attitude" To Safety Awareness

NASA Headquarters rolled out its new, comprehensive safety program, "A New Attitude for Safety Awareness," on June 20, with an event for employees and management in the auditorium. According to NASA HQ Safety Officer, Cheryl Humbolt, the campaign is designed to create a total safety culture at Headquarters. It will emphasize management commitment and employee involvement, accountability for the safety of self and others, and safety as a value.

Chris Christensen, Associate Administrator for Headquarters Operations, opened the event, which featured a keynote address by the Administrator, the signing of a safety proclamation by NASA's Associate Administrators, a new NASA HQ summer safety video narrated by Christensen, and safety awards for HQ employees.

In his address, Administrator Daniel Goldin, a longtime advocate of safety at NASA, reminded employees of NASA's commitment to safety. He said, "I want NASA to be the Nation's leader in safety. I, as each of you, am responsible and accountable for safety—I take responsibility for the safety of all NASA employees as well as for myself. And when each of you takes responsibility for the safety of your coworkers and yourself, you become more committed to achieving a total safety culture."



NASA's Associate Administrators sign the joint safety proclamation during the "New Attitude for Safety Awareness" kick off on June 20.



Chris Christensen and NASA HQ Safety Officer Cheryl Humbolt with safety award recipients: (I to r): Coley O'Brien; Christensen; Elizabeth Craig; Margaret Pavlik; Humbolt; back: Lovella Penny; Cheryl Hill; and Amanda Rockwell.

He then cited Dr. E. Scott Geller, a renowned behavior-based safety expert, who has identified the following four characteristics of a total safety culture. First, safety is held as a value by all employees. Second, individuals feel a sense of responsibility for the safety of their coworkers as well as for themselves. Third, each individual is willing and able to "go beyond the call of duty" on behalf of the safety of others. And finally, each individual routinely performs actively caring and/or safety behaviors for the benefit of others.

According to Geller, "Overall, a total safety culture puts you in control of safety to keep yourself, your friends, and coworkers safe; it increases personal responsibility; it builds positive attitudes; it increases involvement and creativity; it facilitates interpersonal teamwork; and it helps shift safety from being a priority to a value."

During the program, the Administrator and the Associate Administrators signed a joint proclamation pledging their personal time and efforts to increase safety consciousness, make safety awareness an integral part of plans and culture, and to support the Agency's Safety Initiative. Employees were encouraged to do their part by signing the joint employee proclamation which will be displayed in the west lobby periodically throughout the year.

In this issue

- NASA Team Wins White House Closing the Circle Award
- New Faces: Customer Service in P&D
- Terra Captures Images of Heat on Earth
- STS-104 Crew Prepares for Launch
- Using HQ E-mail With Your ISP
- NASA Scholarship Winners
- Managing Your Career
- Saving the HQ Photo Archive Takes Time & Talent
- Code C Captures the HQ Softball Trophy
- New Publications From the NASA History Office
- HQ Classifieds
- Exchange Council News

The NASA Team

NASA Team Wins White House Closing the Circle Award

The NASA Environmental Management System (EMS) Development Team's work in

"Creating an Agencywide **Environmental Management** System" won the 2001 White House Closing the Circle Award. The award administered by the White House Task Force on Greening the Government Through Waste Prevention and Recycling was presented to NASA at a ceremony in the Eisenhower Executive Office Building on June 12. This year, 148 highly competitive nominations in nine categories were submitted from 15 Federal agencies. Only 39 projects were selected for awards.

An EMS incorporates people, procedures, and work practices in a formal structure to ensure both adverse and beneficial environmental impacts of the organization are identified and managed. An EMS involves the whole organization from shop worker to senior manager in support of the environmental program. The NASA EMS is based on benchmarked industry processes and the international ISO 14001 standard for environmental management systems. When fully

implemented, the NASA EMS will provide an overarching Agency approach to management of environmental activities that will increase Agency and Center efficiencies and make the most effective use of NASA's limited resources.

Executive Order 13148, *Greening the Government through Leadership in Environmental Management*, requires an EMS at all Federal facilities by December 31, 2005. The NASA Environmental Management Board established the NASA EMS Development Team to develop and test implementation of an EMS that satisfied Executive Order 13148 and the ISO 14001 standard. Glenn Research Center, Johnson Space Center, and Stennis Space Center volunteered to be

test sites. Glenn Research Center and Stennis Space Center completed implementation and recently obtained Registration to the ISO 14001 standard. Johnson Space Center expects to complete implementation in September 2001.

The EMS Development team consists of NASA employees from NASA Headquarters, Ames Research Center, Glenn Research Center, Goddard Space Flight Center, Johnson



(l to r): Michael Blotzer, Olga Dominguez, Michael McNeill, and Michael Green.

Space Center, and Stennis Space Center:

NASA Headquarters – Environmental Management Division (Code JE)
Michael Green, Michael McNeill, Olga Dominguez
Ames Research Center – Environmental Services Division
Sandy Olliges, Trudy Kortes, Krystelle van Arsdale
Glenn Research Center – Environmental Management Office
Michael Blotzer, Priscilla Mobley, Daniel White
Goddard Space Flight Center – Safety & Environmental Branch
Phillip Nessler, Patricia Hutchinson

Johnson Space Center – Environmental Services Office, Melonee J. Kines Stennis Space Center – Environmental Office, Ronald Magee, Hugh Carr

NewFaces...

Customer Service in P&D



(l to r): Dexter Croom & Cedric Harris.

Do you have a job for Printing & Design? Come talk to us, the Customer Service Representatives. We're Dexter Croom and Cedric Harris, and we're here to help you get the best product for your needs. We're your first point of contact for design projects, and we will take your ideas, whether you have exact specifications of what your final product needs to look like or just a rough idea, and relay them to our experienced designers and editors to make sure your project is what you envisioned. Come visit us at the counter in Room CL78!

Dexter: I was born in Brooklyn, New York, and raised all over the world as the son of an Air Force pilot. I worked at Xerox Business Services for six years, where I earned the title of 1999 Customer Service Champion. I love to watch and play all sports and am the devoted father of 4-month-old Zeven.

Cedric: I am originally from Birmingham, Alabama. I played football at Alabama A&M University. I worked at Butler Manufacturing as an Assistant Systems Administrator before I moved to Washington, DC. I have worked at NASA Headquarters for almost two years at the Facilities Help Desk in the Audio/Visual Department, and now in Printing & Design.

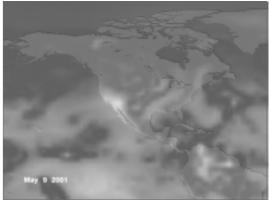
Terra Captures a World Of Sunlight and Heat

The first observations, from March 2000 to May 2001, of the Clouds and the Earth's Radiant Energy System (CERES) instruments aboard NASA's Terra satellite are the most accurate global radiation or energy measurements ever and include the first complete year of such essential data since 1987. These new CERES data, available at NASA Langley Research Center's Atmospheric Sciences Data Center, Hampton, Virginia, capture incoming and outgoing energy over the whole planet and provide new insights into climate change.

For scientists to understand climate, they must also determine what drives the changes within the Earth's radiation balance. CERES measured some of these changes over the last year, producing new images that represent data collected twice per day over the whole planet. In the image below, CERES captured the May 2001 heat wave that swept across the southwestern United States. Temperatures soared to as high as 109 F in parts of California, setting new records.

Earth's outgoing energy has two components: thermal radiation emitted by the Earth's surface and atmosphere, as in last month's heat wave, and solar radiation reflected back to deep space by the oceans, lands, aerosols, and clouds.

It is the balance, which scientists refer to as the Earth's "radiation budget," between the incoming energy from the Sun and outgoing energy back to space that determines Earth's temperature and climate. This balance is controlled by both natural and human-induced changes, giving scientists a wide range of questions to study.



This CERES image of the heat wave in May, reveals the "hot spots" in California and Nevada where great amounts of thermal energy are escaping to space.

STS-104 Crew Prepares For Next Mission to Station



The STS-104 crew: (I to r) front: Astronauts Charles O. Hobaugh, pilot, and Steven W. Lindsey, mission commander; back, Astronauts Michael L. Gernhardt, Janet L. Kavandi, and James F. Reilly, all mission specialists.

Highlights of the STS-104 mission to the International Space Station (ISS) will include the debut of the new, safer Space Shuttle Main Engine and delivery and installation of the station's U.S. Joint Airlock. Launch of *Atlantis* and its five-member crew is currently scheduled no earlier than July 12 from the Kennedy Space Center, Florida.

When STS-104 lifts off, *Atlantis* will be the first shuttle to go to orbit with a new Main Engine. The new engine, the Block II configuration, will give the crew a safer ride to orbit due to a new high-pressure fuel turbopump. *Atlantis'* three-engine complement will contain a Block II main engine and

two Block IIA main engines.
When Atlantis reaches the station, the STS-104 crew will install the 6.5 ton Airlock during three spacewalks. Once connected to the station, the module will serve as a gateway to outer space for spacewalking astronauts and cosmonauts. It will be the first station airlock to support both American and Russian spacesuits.

The Airlock has two compartments: a Crew Lock and an Equip-



During a visit to the Kennedy Space Center in March, members of the STS-104 crew work in the Airlock's Equipment Lock.

ment Lock. The Crew Lock will provide an exit from the ISS and includes element lighting, handrails, and an "Umbilical Interface Assembly." The Assembly is located on one wall and provides water, wastewater return, oxygen, communications gear, and spacesuit power. It will support two spacesuits—two American, two Russian, or one of each. The Equipment Lock will be used for storing gear and for overnight "campouts" for astronauts and cosmonauts who are preparing for a spacewalk. While the "campers" sleep in the Lock, atmospheric pressure will be reduced from 14.7 psi to 10.2 psi in order to purge nitrogen from their bodies and thus prevent decompression sickness (the "bends" that SCUBA divers sometimes experience) when they adjust to the 4.3 psi pressure inside their spacesuits.

For additional mission information, see spaceflight.nasa.gov



Using HQ E-mail with Your ISP

Do you use Eudora to access Headquarters email from your home computer, while signed on to your Internet Service Provider (ISP)? If so, have you experienced the problem of not being able to send e-mail but can receive mail with no problem? This is because many of the ISP's have recently become more aggressive in their attempts to stop "spamming" of their e-mail servers. To prevent this "spamming," some ISP's have blocked certain "ports" in their systems, thus restricting your ability to send through the secondary e-mail account (in this case, that would be your Eudora email account here at NASA HQ). In order to correct this, the solution is normally as simple as changing the "SMTP server" name from "smtp.hq.nasa.gov" to that of your provider's SMTP server name.

PC's with Windows

While in Eudora, go to "Tools/Options" and select "Sending Mail" and go to "SMTP Server." Change the SMTP server name as provided by your specific ISP, e.g., "smtp.erols.com" (Erols' subscribers) or "mail.earthlink.net" (Earthlink subscribers).

Macintosh

Under the "Special" menu in Eudora, choose "Settings." Select the "Sending Mail," option and then make the modification to the "SMTP Server." For your specific ISP, check out their technical support. Most providers have well documented instructions on their web pages that provide you the name of the server(s) as well as other useful tips.

For additional information, contact the NASA HQ IT Support Center, 358-HELP (4357); 1-866-4NASAHQ (462-7247) (domestic and international toll-free, where available).

NASA Scholarship Winners

The Board of Directors of the NASA College Scholarship Fund, Inc., has selected seven NASA dependents as recipients for the 2001-2002 scholarships.

This year's scholarship winners include Linda Hung, daughter of Glenn Research Center employee, Ching-cheh Hung; Sarah H. Zaman, daughter of Glenn Research Center employee, Khairul Zaman; Christopher R. Malow, son of Glenn Research Center employee, Deborah S. Malow; Bobbie G. Chern, son of Goddard Space Flight Center employee, Engmin J. Chern; Nicholas A. Singhal, son of Johnson Space Center employee, Anil K. Singhal; Saini Swati, daughter of Ames Research Center employee, Subhash Swati; and Jyothi M. Natarajan, daughter of Langley Research Center employee, Murali Natarajan.

Each student will receive an award of \$2,000, renewable for up to \$8,000 over 6 calendar years provided all the eligibility requirements are met. Applicants must be pursuing a course of study in the science or engineering field that will lead to a recognized undergraduate degree at an accredited college or university in the United States.

Since 1982, the Fund has awarded scholarships to 97 students; 61 have graduated. During this year's competition, the Fund received 85 eligible applications from NASA dependents, including three from Headquarters.

The NASA College Scholarship Fund, Inc., in Houston, Texas, is a 501 (c) (3) corporation established to award scholarships to qualified dependents of current and former NASA civil service employees planning to major in science and engineering. This year, the Scholarship Fund will be included in all Combined Federal Campaigns (CFC's) as a National Unaffiliated Agency (Identification Number 1038). For information, contact

Terri Robinson, 358-4500, or visit jscpeople.jsc.nasa. gov/jsc-hro-2/special_ program/scholarship.htm

Managing Your Career

The Art of Asking

Evelin Saxinger, Work/Life Program Manager

"Ask and Ye Shall Receive" may or may not be your experience. Perhaps it works some of the time and at other times, perhaps not. Whether in a business circumstance or a personal relationship, do you find it difficult to ask for what you want or need? How easily are you able to get it?

Many people seem unable to get what they want. More often than not, it's because they don't ask or don't know how to ask.

Here are some guidelines to help you get what you ask for, whenever possible:

Give Yourself Permission to Ask for **Help or Guidance**

Have you sometimes regretted failing to speak and wished that you had? You have the right to ask for anything you need, whether it is help with a project, chores at home, an evening out, etc. We hold ourselves back far too often. Yes, sometimes the circumstances are difficult but more often than not, that is the excuse we use to keep from sounding stupid, feeling rejection, or some other negative emotion. More often, the real limitation is within ourselves.

Ask When There's Still Time for the Help to Be Meaningful

Asking when it's already too late adds to the stress of the situation. Offloading your responsibility and trying to shift the blame onto another person builds resentment. You may receive the help but what is the emotional cost?

Think of Obvious Resources for Your **Request First**

Asking your spouse to drop everything in the middle of balancing the check book to change a light bulb while your teenage son is sitting in the room watching TV is not likely to promote a quick "yes."

Let Go of the Outcome

If you don't expect either a positive or a negative reply, you won't be disappointed. This allows the person you are asking to give you his/her honest answer, not one based on an expectation.

Don't Show Displeasure If You Don't Get A Positive Response

Even if you don't like the answer to your request, be gracious. Displaying any negative or hostile sort of behavior indicates that you were making a demand rather than a request. Demands are immediately responded to with resistance. However, do explain the impact the response has on you. The key is to honor the response and the reasons for it.

Clarify a Negative Response

Perhaps your request wasn't clear. Meaning depends on context and the way in which an individual processes the information. Get to the heart of the matter by moving past any negative emotion and finding out the real interests of the other person.

Don't forget to say "thank you."

Everyone wants to feel valued. Even though the request may have been relatively inconsequential, a few simple words of appreciation-or better yet-letting the person know how much the help meant, will go a long way to getting you a positive response next time. The more you appreciate the other person, the more he/she will respond positively in the future.

Most People Are Not Psychic

Although we often feel that the other person should do a certain thing without us having to ask, that person has his or her own priorities and goals. He/she is not intentionally being mean, it's just that his/her mind is on other things.

Nagging Is Never Appropriate

Repeated requests are a way of trying to get what you want by wearing down the other person. This sometimes works in the short-term but inevitably backfires because both people build up anger and resentment. If you need to repeat a request, follow the guidelines above.

A Request Granted Can Make A Friend

If you want to befriend someone, ask that person to do you a favor. This does not mean a favor that is purely your attempt to get rid of something you don't want to do yourself. If the request is granted, the person tends to be friendlier in the future. By merely asking, you have elevated that individual's selfesteem— were he or she not worthy of your request, you would not have asked.

Change begins when one becomes "aware" and "conscious" of reasons for not receiving the things one wants. If the problem lies in the asking, then the above guidelines can help you understand some of the barriers and how to focus on alternative and more productive behavior.



Saving HQ Photo Archives Takes Time & Talent

NASA photographs have captured major milestones in the exploration of space. We often take this legacy for granted, knowing we can easily access these historic images from Public Affairs. When a pipe burst in Building 8 at the Goddard Space Flight Center on April 21, thousands of these historic photographs were water damaged and left in fragile condition. Due to the quick work, above-and-beyond effort, and special skills of the staff of the News and Imaging Branch, Office of Public Affairs, many of the rare photos have been identified and sent out for restoration.

The NASA HQ collection housed at Goddard included more than 43,000 photos, including transparencies and negatives. Several thousand of the photos were very difficult to replace, others dated back to the 1950's, or were photos of important NASA



(l to r) Vicki Ganey and Connie Moore go through the water-damaged HQ archive files to identify photos for restoration.

"firsts," e.g., Explorer 1, Echo 1, and Tiros 1. The collection was stored in a small room about the size of two walk-in closets in Building 8. The majority of the photos were in files in open rolling shelving units. Some were in file cabinets. When the water damaged the files, the older photos which had mimeographed descriptions,

bled purple ink over the prints, transparencies, and negatives in the photography files, adding to the damage.

Immediately after the event, staff from Public Affairs visited the Goddard facility which housed the collection to assess the damage. Photographers Bill Ingalls and Renee Bouchard, of CCI, Inc., contacted Polaroid, Kodak, the National Geographic Society, and National Archives for recommendations on how to treat the wet photos so that they could be safely restored. It was recommended that the photos be stored in a cool room, and kept wet so that they could be restored. Given the cost of the process, a decision was made to restore several thousand rare photos since many of the other images in the collection are available in other NASA Centers' collections.

Since then Connie Moore, a CCI, Inc., employee assigned to the News and Imaging Branch, Office of Public Affairs, has played a key role in saving thousands of these unique images. Moore, a photo researcher in Public

Affairs since 1989, has used her extensive knowledge of the collection and legendary "photographic memory" to help NASA employees, the media, and the public to find the photos they needed. Now she and her coworker, Gwen Pitman, another experienced photo researcher at HQ, also of CCI, Inc., are using that same know-how to help NASA identify the photographs that should be restored.

Working in the 40-degree cold room in the facility, with the still-wet photos, Connie and Gwen, along with Jakki Foster, Code P, and Vicki Ganey, RSIS, Inc., have gone painstakingly through the files of damaged photographs, envelope by envelope, to identify rare photos that were sent to the professional restorers.

For two and half years prior to this, Connie and Debbie Rivera of Public Affairs had reorganized the collection to identify photos to send to the National Archives and select photos appropriate for the NASA HQ archives. Luckily, the data base of photos they developed has proved an invaluable key to the researchers who otherwise would have faced months of work to identify what was there.

Once the restoration work and recataloguing is completed this summer, Public Affairs will start the process of digitizing the collection so that the images can be made available on the Web. To safeguard the all-important photography files, they are consulting other agencies and organizations, including the Department of Energy, to identify "best practices" for archiving photography collections.

NASA Fellowship Program Nominations Due

The Agency has issued its annual call for nominations to the NASA Fellowship Program for the year 2002. The NASA Fellowship Program offers long-term developmental programs provided by nationally recognized colleges and Federal training institutes throughout the United States. Such organizations include Carnegie-Mellon, Harvard, MIT, Stanford, UCLA, Syracuse, and others. NASA employees throughout the Agency are selected to participate in the Fellowship Program on a highly competitive basis. Nominations are due to the Headquarters Training Office no later than August 1, 2001. For detailed information, visit ohr.gsfc.nasa.gov/DevGuide/Hq/ Agency/home.htm or contact Kimela Ouakil, 301-286-6112.

Code C Captures HQ Softball Trophy



Chris Christensen, Associate Administrator for Headquarters Operations (Code C), shows off Code C's softball trophy to Joe Rothenberg, Associate Administrator for Space Flight (Code M).

This year's annual HQ Softball Tournament saw one of its pre-tournament favorites, Code C, take advantage of a first round bye and travel the shortest route to the prize. Led by timely hitting and steady defense, Code C defeated Code M (18 -11) on June 19 to become the HQ Softball Champions for 2001. The tournament benefited from the combining of Codes to field seven teams in this year's event. The tournament started May 29 with a marque match up, last year's champion, Code M versus Team A, U, Y. Team A, U, Y won 24 -23. Code F suffered the tournament's earliest exit. Code C plowed its way through Team A, U, Y and Team G, H, S, Z to get to the championship game. Code M fought its way through wins over Team B, L, R, Team I, J, K, and Team G, H, S, Z to make it to the dance.

The Exchange Council did their typical outstanding work of sponsoring the tournament and a cookout during the championship game.





The Code C (top) and Code M softball teams pose on the day of championship game.

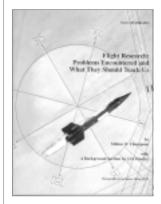
New Publications From The NASA History Office

The NASA History Office has added three new titles to its Monographs in Aerospace History series. These new publications, which focus on the Eclipse project, flight research, and Mars mission planning, are free to the public for the cost of postage.

The Eclipse Project by Tom Tucker is Monograph in Aerospace History #23. This monograph describes the Eclipse project involving Kelly Space & Technology, Inc., NASA's Dryden Flight Research Center, and the Air Force in flight testing a concept whereby a launch vehicle for a satellite could be towed to initial launch behind a transport airplane. Flight research with a C-141A as the tow aircraft and an F-106 as the simulated launch vehicle began in December 1997 and ended in February 1998. The



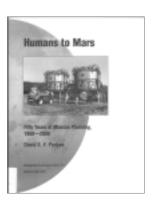
flights demonstrated that the concept was viable.



Flight Research: Problems Encountered and What They Should Teach Us (NASA SP-2001-4522) is Monograph in Aerospace History Number 22. Flight Research was written by the late Milton O. Thompson, a flight engineer and a test pilot on programs such as the X-15 and the lifting bodies. The text originated as an untitled rough draft that Thompson wrote in approximately 1974 (before his death in 1993). The monograph also includes a valuable background section on flight research at Dryden Flight Research Center, by J.D. Hunley,

Dryden's Historian, who edited this insightful work.

Humans to Mars: Fifty Years of Mission Planning, 1950-2000 (NASA SP-2001-4521) by David S. F. Portree, is Monograph in Aerospace History Number 21. Although many plans to send humans to Mars have been devised over the past half century, daunting logistical and physical problems still remain. How long would it take to get there? How would we carry the necessary supplies? After surviving a long journey, what would astronauts do once they arrived on Mars? Portree examines these questions and some of the many plans to send humans to Mars.



These publications are available in the NASA HQ Information Center (Rm. 1H23) and by mail. To submit a mail order, send a self-addressed 9 by12-inch envelope for each monograph with postage (typically \$3.95 within the U.S.) to the NASA History Office, Code ZH, Washington, DC 20546.

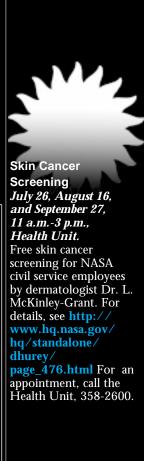
For a list of more new NASA History publications and electronic resources on the Internet, see history.nasa.gov/what.html

HQ Classifieds

For Rent *Apartment,* 330 16th Street, NE: One bedroom just remodeled, cable, 5 blocks from Metro, bus line on both corners, \$575, all utilities included. Prefer one person. Interested, call James Harris, 301-877-4159 (work).

HQ Bulletin Submission Deadline

Articles must be submitted by close of business Tuesday, July 17 to be considered for the August 6 edition of the *HQ Bulletin*. For the publication schedule, see www.hq.nasa.gov/hq/infocom/bullsched.htm



HQ Bulletin

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Send articles, ads, questions, or suggestions to InfoCom, e-mail: infocom@hq.nasa.gov; fax number: 202-358-3025; and mail code: CI-3.

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Exchange Council News www.hq.nasa.gov/exchange

NASA Day at King's Dominion Mark your calendar. NASA Day at King's Dominion is on Saturday, July 28. Tickets are available at the Exchange Store. The cost per ticket for HQ employees is \$25 for adults and \$20 for children (ages 3-12) if purchased by July 19. After July 19, the ticket prices increase to \$28 for adults and \$22 for children. Price includes park admission and an "all you can eat lunch" of roasted chicken, hot dogs, hamburgers, fresh fruit, pasta salad, ice cream, sodas, and iced tea. All tickets must be paid for with cash or checks. Credit cards are not accepted. For details, contact Debbie Randall, 358-1173.

CRAB FEAST ALERT

The annual Exchange Council Crab Feast will be back on Thursday, August 9, at 4:30 p.m., on the second floor patio. There will be bushels and bushels of hot steamed crabs, side dishes, and sodas. Tickets will be available at the Exchange Store starting July 23, \$12 for adults and \$7 for children (5-10 yrs). On August 7, adult tickets will go up to \$15. Plan to buy your tickets early –seating for the feast is limited. For details, contact Karen White, 358-1056.

Get Discounts at Area Parks

The Exchange Store for discount tickets and coupons for three area parks. All amusement park discount tickets bought at the Exchange Store must be paid for with cash or check. Credit cards are not accepted.

Six Flags, Largo, Maryland—Discount tickets purchased through the Exchange Store are \$18.85. (Regular gate price is \$38.49. These prices are for ages 7 and up. Tickets for children 3-6 can be bought for 1/2 price, \$17.49, at the door.

Kings Dominion, Doswell, Virginia—Discount one-day tickets are available: ages 7 and up - \$30 (regular gate price: \$38.99); children ages 3-6 - \$24 (gate price: \$26.99). These are tickets not coupons. (Note: These tickets are for regular days at King's Dominion, not the Saturday, July 28, Employee Day.)

Hershey Park, Hershey, Pennsylvania — Coupons for reduced prices at Hershey Park are available at the Exchange Store while they last. These are not tickets. The coupons will save between \$1 and \$7 depending on the days they are used and the age of the person using them.